Qualitative Case Review

Salt Lake Region

Fiscal Year 2004

Preliminary Results

Office of Services Review

May 2004

Executive Summary

- Seventy-two cases were reviewed for the Salt Lake Region Qualitative Case Review. Reviews were held in December 2003 and March 2004. In each of the reviews, cases were pulled by supervisor from across the entire region without regard to the former boundaries of the Salt Lake, Granite, and Cottonwood regions. One case was not scored at all because the family could not be interviewed and two cases were not scored on System Performance because the target children were on the run at the time of the review.

- **The overall Child Status score was 90.1%, which exceeds the exit requirement of 85%.**

- The Safety score was very high at 94.4%. Only four of the seventy cases had safety concerns. Excellent results were achieved on Appropriateness of Placement (98.6%) Health/Physical Well-being (98.6%), Caregiver Functioning (100%) and Satisfaction (91.3%). Good results were seen on Emotional/ Behavioral Well-being (87%), Learning Progress (88.4%), and Family Resourcefulness (86.1%). Only two Child Status indicators fell below 85%; Stability (82.6%) and Prospects for Permanence (76.8%).

- **The overall System Performance score soared from 58.6% last year to 85.5% this year, which meets the exit criteria of 85%.**

- System Performance indicators improved significantly since last year! With upward rounding, every core indicator met the exit criteria of 70%. Double digit increases were seen in Child and Family Team Coordination (from 54.3% to 79.7%), Functional Assessment (from 54.3 % to 78.3%), Long-term View (from 41.4% to 69.6%), Child and Family Planning Process (from 60% to 75.4%), Plan Implementation (from 71.4% to 87%), Tracking and Adaptation (from 57.1% to 82.6%), Child and Family Participation (from 62.3% to 78.3%), Formal and Informal Supports (from 82.9% to 94.2%), Successful Transitions (from 63.8% to 80.6%), and Effective Results (from 72.9% to 88.4%).

- Home-based cases scored very similarly to foster care cases on both Child Status and System Performance. The Salt Lake region had a particularly high rate of adoption cases in this review.

- 25.3% of the workers reviewed were new (with one year or less work experience). This was an increase over last year, when only 20% of the workforce reviewed was new. The cases of new and experienced workers performed nearly identically. New workers had an acceptable System Performance score on 83.3% of their cases while experienced workers had an acceptable System Performance score on 86.3% of their cases.

- Only 18.3% of the workers reviewed had high caseloads (17 or more cases), and caseload size did not impact the results. This is a decrease from 41% last year.

Methodology

The Qualitative Case Review for the Salt Lake Region was divided into two parts and held in December 2003 and March 2004. Seventy-two open DCFS cases were selected and reviewed, with 36 cases reviewed in each of the two reviews. For each of the reviews, cases were pulled by supervisor from across the entire region without regard to the former boundaries of the Salt Lake, Granite, and Cottonwood regions. In the first review one case could not be scored due to the illness of family members that prevented their being interviewed. In the second review two of the target children were on the run. Because they were on the run, both cases failed Safety, thereby failing Child Status. Additionally, because the children could not be interviewed, System Performance was not scored. Therefore, the total number of cases scored on overall Child Status was 71 while the total number of cases scored on System Performance was 69.

The cases were reviewed by certified reviewers from the Child Welfare Policy and Practice Group (CWPPG), the Office of Services Review (OSR), and the Division of Child and Family Services (DCFS); as well as first time reviewers from DCFS and outside stakeholders. The cases were selected by CWPPG based on a sampling matrix assuring that a representative group of children were reviewed. The sample included children in out-of-home care and families receiving home-based services, such as voluntary and protective supervision and intensive family preservation. Cases were selected to include offices throughout the region.

The information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents (when placed in foster care), caseworker, teacher, therapist, service providers, and others having a significant role in the child's life. In addition, the child's file, including prior CPS investigations and other available records, was reviewed.

Performance Tables

Preliminary data

The results in the following tables are based on the scores provided to OSR at the end of the Salt Lake Region Review. They contain the scores of 71 cases. These results are preliminary only and are subject to change until all reviewers have submitted their case stories.

Salt Lake Region Child Status	# of cases Acceptable	# of cases Needing Improvement	Exit Criteria 85% on overall score	FY00 Baseline Scores	FY01	FY02	FY03	FY04 Current Scores	
Safety	67	4	94.4%	86.7%	91.2%	94.4%	97.1%	**94.4%**	
Stability	57	12	82.6%	69.0%	76.5%	72.2%	72.9%	**82.6%**	
Appropriateness of Placement	68	1	98.6%	90.6%	95.5%	90.3%	95.7%	**98.6%**	
Prospect for Permanence	53	16	76.8%	64.3%	74.6%	59.7%	61.4%	**76.8%**	
Health/Physical Well-being	68	1	98.6%	97.6%	95.6%	95.8%	98.6%	**98.6%**	
Emotional/Behavioral Well-being	60	9	87.0%	76.2%	89.7%	75.0%	81.4%	**87.0%**	
Learning Progress	61	8	88.4%	88.1%	88.1%	79.2%	76.8%	**88.4%**	
Caregiver Functioning	45	0	100.0%	100.0%	95.2%	95.6%	100.0%	**100.0%**	
Family Resourcefulness	31	5	86.1%	60.0%	75.0%	56.8%	51.4%	**86.1%**	
Satisfaction	63	6	91.3%	86.4%	80.9%	84.5%	81.4%	**91.3%**	
Overall Score	**64**	**7**	90.1%	**86.7%**	**89.7%**	**87.5%**	**88.6%**	**90.1%**	**1)**

1) *This score reflects the percent of cases that had an overall acceptable Child Status score. It is not an average of FY04 current scores.*
    Note: These scores are preliminary and subject to change.

Child Status: 5 Year Progression
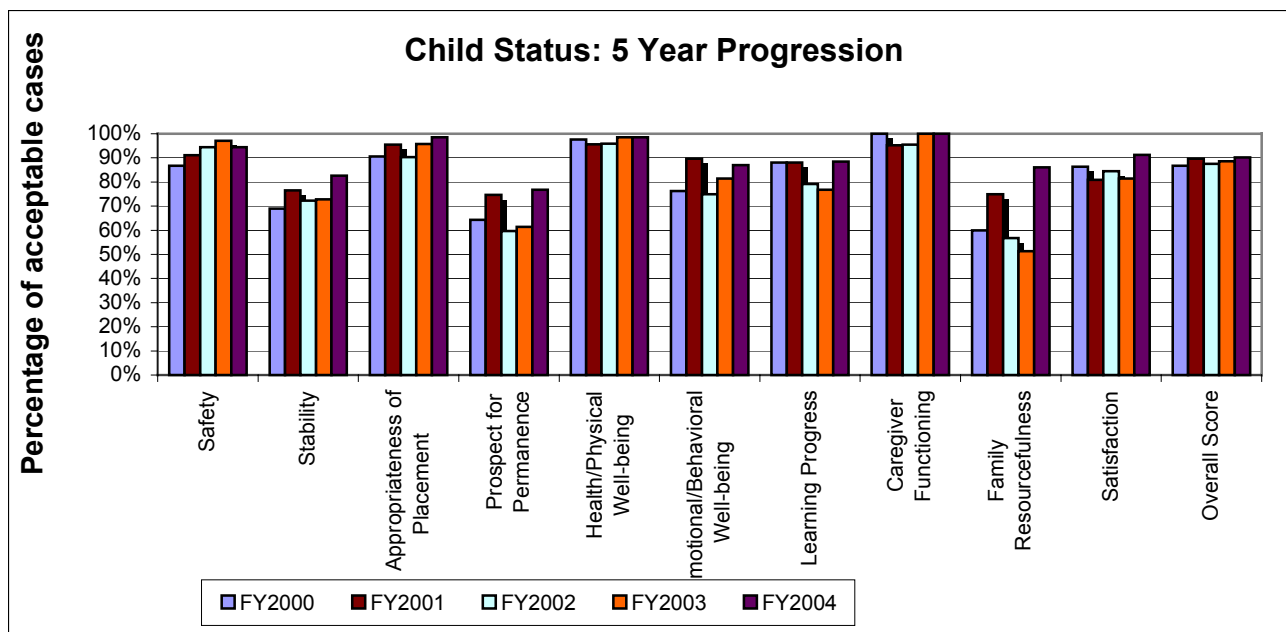
Statistical Analysis of Child Status Results:

The overall Child Status score was 90.1%, which meets the exit requirement of 85% and is a little higher than last year's already positive score of 88.6%.

Safety was high with 94.4% acceptable cases. There were only four cases with safety concerns out of 71 total cases.

Excellent results (above 90%) were achieved on Appropriateness of Placement (98.6%) Health/Physical Well-being (98.6%), Caregiver Functioning (100%) and Satisfaction (91.3%). Very good results (above the 85% exit criteria) were seen on Emotional/ Behavioral Well-being (87%), Learning Progress (88.4%), and Family Resourcefulness (86.1%). Only two Child Status indicators fell below 85%; Stability (82.6%) and Prospects for Permanence (76.8%). Double-digit increases were seen in Prospects for Permanence (up 15.4 percentage points), Learning Progress (up 11.6 percentage points), and Family Resourcefulness (up a remarkable 34.7 percentage points).

Only two status indicators fell below the exit criteria of 85%, and they were each just a little below it. These two indicators were Stability (82.6%) and Prospects for Permanence (76.8%).

Salt Lake Region System Performance	# of cases Acceptable	# of cases Needing Improvement	Exit Criteria 70% on **Shaded** indicators Exit Criteria 85% on overall score	FY00 Baseline Scores	FY01	FY02	FY03	**FY04 Current Scores**
Child & Family Team/Coordination	54	15	78.3%	36.7%	29.4%	34.7%	54.3%	**78.3%**
Functional Assessment	49	20	71.0%	26.6%	36.8%	33.3%	54.3%	**71.0%**
Long-term View	48	21	69.6%	33.3%	36.8%	31.9%	41.4%	**69.6%**
Child & Family Planning Process	52	17	75.4%	47.6%	30.9%	48.6%	60.0%	**75.4%**
Plan Implementation	60	9	87.0%	69.6%	67.6%	56.9%	71.4%	**87.0%**
Tracking & Adaptation	57	12	82.6%	69.0%	54.3%	56.9%	57.1%	**82.6%**
Child & Family Participation	54	15	78.3%	64.3%	50.0%	44.4%	62.3%	**78.3%**
Formal/Informal Supports	65	4	94.2%	86.7%	76.5%	73.6%	82.9%	**94.2%**
Successful Transitions	54	13	80.6%	68.6%	52.9%	49.3%	63.8%	**80.6%**
Effective Results	61	8	88.4%	73.2%	64.7%	66.7%	72.9%	**88.4%**
Caregiver Support	43	1	97.7%	92.0%	88.1%	91.1%	97.9%	**97.7%**
Overall Score	**59**	**10**	85.5%	*47.6%*	*52.9%*	*48.6%*	*58.6%*	**85.5%**

0% 20% 40% 60% 80% 100%

1)

1) This score reflects the percent of cases that had an overall acceptable System Performance score. It is not an average of FY04 current scores.

Note: these scores are preliminary and subject to change.

System Performance: 5 Year Progression

(Legend: FY2000, FY2001, FY2002, FY2003, FY2004)
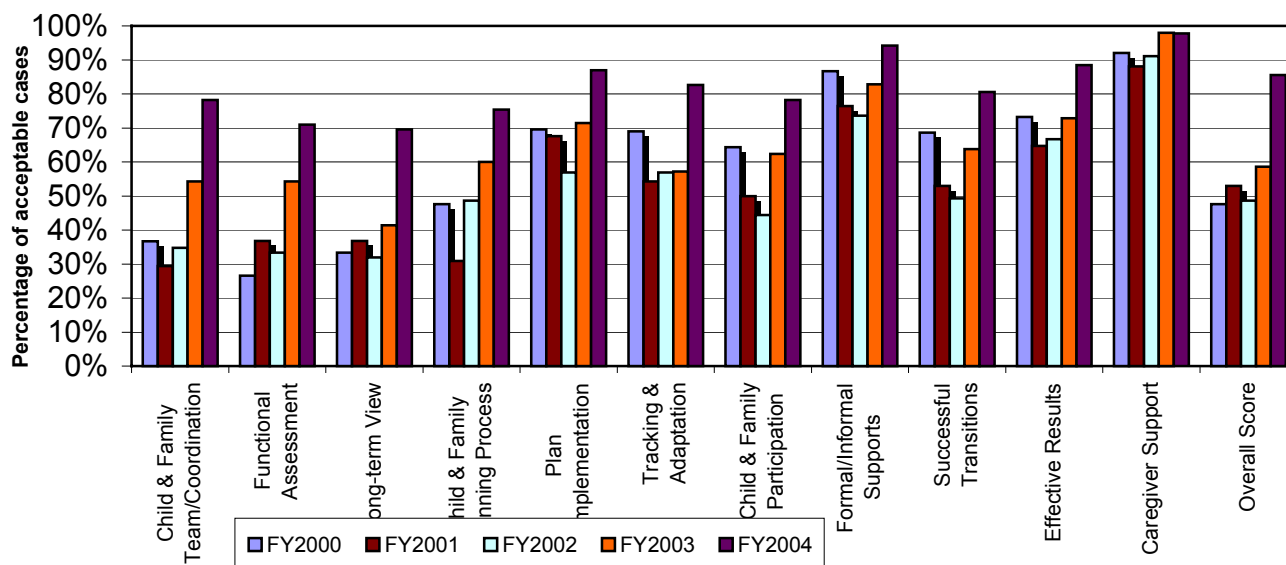
Statistical Analysis of System Performance Results:

The Overall System Performance score soared from 58.6% last year to 85.5% this year, an increase of 26.9 percentage points!

Every System Performance indicator but one improved since last year. The one that did not increase was Caregiver Support, which scored over 97% both this year and last year.

Increases of over twenty percentage points were achieved in Child and Family Team Coordination (from 54.3% to 78.3%), Long-term View (from 41.4% to 69.6%), and Tracking and Adaptation (from 57.1% to 82.6%). Double-digit increases were seen in, Functional Assessment (from 54.3 % to 71%), Child and Family Planning Process (from 60% to 75.4%), Plan Implementation (from 71.4% to 87%), Child and Family Participation (from 62.3% to 78.3%), Formal and Informal Supports (from 82.9% to 94.2%), Successful Transitions (from 63.8% to 80.6%), and Effective Results (from 72.9% to 88.4%).

With upward rounding, all six of the core indicators met the exit criteria of 70%. Last year only one of the six core indicators met the exit criteria. The Salt Lake Valley Region made remarkable progress on the core indicators.

ANALYSIS OF DATA

RESULTS BY CASE TYPE

Foster care cases and home-based cases scored nearly the same on both System Performance and Child Status. Of the 71 cases scored, 46 (64.8%) were foster care cases and 25 (35.2%) were home-based cases. It is interesting to note that while a higher percentage of foster care cases passed both Child Status and System Performance, the average scores were higher on the home-based cases.

Case Type	# In sample	# Acceptable	% Acceptable	Average score
System Performance				
Foster Care	44	38	86.4%	4.3
Home-based	25	21	84%	4.6
Child Status				
Foster Care	46	42	91.3%	4.7
Home-based	25	22	88%	5

A closer look at the home-based cases shows that all of the case types scored at least 80% on Child Status, and PFP and PSS cases scored at least 80% on System Performance as well. Fifty percent of PSC cases were acceptable on System Performance; however, there were only two PSC cases in the sample.

Case Type	# In sample	# Acceptable	% Acceptable	Average score
System Performance				
PSC	2	1	50%	4
PFP	5	4	80%	4.6
PSS	18	16	88.9%	4.6
Child Status				
PSC	2	2	100%	4
PFP	5	4	80%	5
PSS	18	16	88.9%	5.2

This is a big improvement over last year when none of the three PFP cases (0%), only one of the three PSC cases (33.3%) and eight of the fifteen PSS cases (53.3%) had acceptable scores on System Performance.

RESULTS BY PERMANENCY GOAL

Of the 71 cases, 16 (22.5%) had a permanency goal of Adoption, 17 (23.9%) had a goal of Return Home, and 19 (26.7%) had a goal of Remain Home. Cases with an Independent Living goal had the lowest results on Child Status. Cases with an Individualized Permanency goal had the lowest results on System Performance, followed by cases with the goal of Guardianship.

CHILD STATUS

GOAL	# in Sample	# Acceptable	% Acceptable
Adoption	16	16	100.0%
Guardianship	4	4	100.0%
Independent Living	6	4	66.7%
Ind. Permanence	9	9	100.0%
Remain Home	19	16	84.2%
Return Home	17	15	88.2%
Total	71	64	**90.1%**

SYSTEM PERFORMANCE

GOAL	# in Sample	# Acceptable	% Acceptable	avg. score
Adoption	16	14	87.5%	4.7
Guardianship	4	3	75.0%	4.0
Independent Living	6	5	83.3%	4.2
Ind. Permanence	9	6	66.7%	4.3
Remain Home	19	16	84.2%	4.0
Return Home	15	15	100.0%	4.3
Total	69	59	**85.5%**	

A finding that raised some concerns last year was that 18% of the Salt Lake region cases had an adoption goal where the next highest region was Southwest with 13%. The rest of the regions were around 10%. This was approximately 38% higher than any other region. The percentage of cases with an adoption goal increased this year to 22.5%. This compares to rates of 4% in Eastern region, 8.3% in Southwest and Northern regions, and 16.7% in western region. The average for all other regions is just 9.4%. Salt Lake's rate was 35% higher than the rate in the next highest region, and more than double the average of all the other regions.

RESULTS BY CHILD'S AGE

Of the 71 cases scored there were 42 cases with a young target child (0 to 12 years old) and 29 cases with a teenager (13+ years old). Young children scored better than teenagers on both Child Status and System Performance. Of the cases with young children, 90.4% had acceptable System Performance results, versus 77.8% on the cases with teenagers. On the Child Status side, 95.2% of cases with younger children had acceptable outcomes while only 82.8% of the cases with teenagers had acceptable outcomes.

	# of cases in sample	# of cases acceptable	% Acceptable
System Performance			
Cases with target child 0-12 years old	42	40	90.4%
Cases with target child 13+ years old	27	21	77.8%
Child Status			
Cases with target child 0-12 years old	42	38	95.2%
Cases with target child 13+ years old	29	24	82.8%

RESULTS BY CASEWORKER EMPLOYMENT LENGTH

Of the 71 cases scored, 18 (25.3%) were managed by a caseworker with one year or less of work experience. This is an increase over last year when only 20% of the workforce reviewed was new. The cases of new and experienced workers performed very similarly on both Child Status and System Performance. This is a change from last year when the cases of new workers, on average, performed considerably less well than cases managed by more experienced workers. Of the cases managed by new workers, 83.3% had acceptable System Performance, while 86.3% of cases with experienced workers were acceptable.

Length of Employment with the Division	# of cases in sample	# of cases acceptable	% Acceptable
System Performance			
# of workers with 1 year or less experience	18	15	83.3%
# of workers with 1+ years experience	51	44	86.3%

RESULTS BY CASELOAD

Of the 69 cases scored on System Performance, only 13 (18.8%) were managed by workers with high caseloads (17 or more cases). This is a big improvement over last year, when 41% of the cases were managed by workers with high caseloads. But caseload size did not have an impact on the results. Both groups of workers performed the same. 85.5% of the cases from workers with higher caseloads performed well on System Performance, while 85.7% of the caseworkers with manageable caseloads did so.

Caseload Size	# of cases in sample	# of cases acceptable	% Acceptable
System Performance			
16 cases or less	56	48	85.7%
17 cases or more	13	11	85.5%

RESULTS BY SUPERVISOR

The cases reviewed in the Salt Lake region represented 22 different supervisors. The numbers of cases from each supervisor varied from a high of six cases to a low of one case. Thirteen of the 22 supervisors had acceptable System Performance on all of their cases and eight of the supervisors had only one case that did not achieve acceptable System Performance. The charts on the following two pages illustrate how the cases of each supervisor in the Salt Lake Valley Region scored on System Performance.

Case #	Supervisor	Office	Child Status	System Performance	Sys. Perf. By Office	Sys. Perf. By Supervisor	
04SL29	Jennie Farr	Admin	Acceptable	Acceptable	1 Acc. = 100%	Jennie Farr	1 of 1 Acc.=100%
04SL31	JJ Glazier	Drug Court	Acceptable	Acceptable	1 Acc. = 100%	JJ Glazier	1 of 1 Acc.=100%
04SL60	Maria Richmond	East Jordan	Unacceptable	Unacceptable	4 Acc.	Maria Richmond	1 of 2 Acc.=50%
04SL40	Wendy Hamner	East Jordan	Acceptable	Acceptable	2 Unacc.	Wendy Hamner	4 of 5 Acc.= 80%
04SL41	Wendy Hamner	East Jordan	Acceptable	Acceptable	67%		
04SL49	Wendy Hamner	East Jordan	Acceptable	Acceptable			
04SL71	Wendy Hamner	East Jordan	Acceptable	Acceptable			
04SL72	Wendy Hamner	East Jordan	Acceptable	Unacceptable			
04SL10	Shirley Mitchell	Holladay	Acceptable	Acceptable	3 Acc.	Shirley Mitchell	3 of 3 Acc. = 100%
04SL12	Shirley Mitchell	Holladay	Acceptable	Acceptable	100%		
04SL25	Shirley Mitchell	Holladay	Acceptable	Acceptable			
04SL39	Blaine Clayton	Jackson	Acceptable	Acceptable	7 Acc.	Blaine Clayton	6 of 6 Acc.= 100%
04SL46	Blaine Clayton	Jackson	Acceptable	Acceptable	100%	Terry Yockey	1 of 1 Acc.=100%
04SL53	Blaine Clayton	Jackson	Acceptable	Acceptable			
04SL57	Blaine Clayton	Jackson	Acceptable	Acceptable			
04SL63	Blaine Clayton	Jackson	Acceptable	Acceptable			
04SL69	Blaine Clayton	Jackson	Acceptable	Acceptable			
04SL28	Terry Yockey	Jackson	Acceptable	Acceptable			
04SL19	Joeann Bartlett	Kearns	Acceptable	Acceptable	7 Acc.	Joeann Bartlett	3 of 3 Acc. = 100%
04SL21	Joeann Bartlett	Kearns	Unacceptable	Acceptable	100%	John Wilson	4 of 4 Acc. = 100%
04SL22	Joeann Bartlett	Kearns	Acceptable	Acceptable			
04SL38	John Wilson	Kearns	Acceptable	Acceptable			
04SL48	John Wilson	Kearns	Acceptable	Acceptable			
04SL56	John Wilson	Kearns	Acceptable	Acceptable			
04SL70	John Wilson	Kearns	Acceptable	Acceptable			
04SL20	Ray Harris	Liberty	Unacceptable	Unacceptable	5 Acc.	Ray Harris	1 of 2 Acc. = 50%
04SL32	Ray Harris	Liberty	Acceptable	Acceptable	3 Unacc.	Shirley Sutton	4 of 6 Acc. = 67%
04SL02	Shirley Sutton	Liberty	Acceptable	Acceptable	63%		
04SL03	Shirley Sutton	Liberty	Acceptable	Unacceptable			
04SL08	Shirley Sutton	Liberty	Acceptable	Unacceptable			
04SL09	Shirley Sutton	Liberty	Acceptable	Acceptable			
04SL18	Shirley Sutton	Liberty	Acceptable	Acceptable			
04SL33	Shirley Sutton	Liberty	Acceptable	Acceptable			
04SL37	Niki Wolfe	Magna	Unacceptable	n/a	2 Acc.	Niki Wolfe	2 of 3 Acc. = 67%
04SL54	Niki Wolfe	Magna	Acceptable	Acceptable	1 Unacc.		
04SL62	Niki Wolfe	Magna	Acceptable	Unacceptable	67%		
04SL64	Niki Wolfe	Magna	Unacceptable	Acceptable			

Case #	Supervisor	Office	Child Status	System Performance	Sys. Perf. By Office	Sys. Perf. By Supervisor	
04SL13	Ken Hull	Murray	Acceptable	Acceptable	9 Acc.	Ken Hull	5 of 5 Acc. = 100%
04SL14	Ken Hull	Murray	Acceptable	Acceptable	1 Acc.	Staci Ghneim	3 of 4 Acc. = 75%
04SL15	Ken Hull	Murray	Acceptable	Acceptable	90%		
04SL35	Ken Hull	Murray	Acceptable	Acceptable			
04SL36	Ken Hull	Murray	Acceptable	Acceptable			
04SL61	Maria Richmond	Murray	Acceptable	Acceptable			
04SL07	Staci Ghneim	Murray	Acceptable	Acceptable			
04SL23	Staci Ghneim	Murray	Acceptable	Acceptable			
04SL26	Staci Ghneim	Murray	Acceptable	Unacceptable			
04SL27	Staci Ghneim	Murray	Acceptable	Acceptable			
04SL01	Carolyn Hansen	Salt Lake West	Acceptable	Acceptable	6 Acc.	Carolyn Hansen	2 of 3 Acc. = 67%
04SL05	Carolyn Hansen	Salt Lake West	Acceptable	Unacceptable	2 Unacc.	Ken McCauley	4 of 5 Acc.= 80%
04SL34	Carolyn Hansen	Salt Lake West	Acceptable	Acceptable	75%		
04SL04	Ken Mccauley	Salt Lake West	Acceptable	Acceptable			
04SL06	Ken Mccauley	Salt Lake West	Acceptable	Acceptable			
04SL16	Ken Mccauley	Salt Lake West	Acceptable	Acceptable			
04SL17	Ken Mccauley	Salt Lake West	Acceptable	Acceptable			
04SL30	Ken Mccauley	Salt Lake West	Unacceptable	Unacceptable			
04SL42	Cliff Farnsworth	Tooele	Acceptable	Acceptable	4 Acc.	Cliff Farnsworth	4 of 4 Acc. = 100%
04SL44	Cliff Farnsworth	Tooele	Acceptable	Acceptable	100%		
04SL50	Cliff Farnsworth	Tooele	Acceptable	Acceptable			
04SL66	Cliff Farnsworth	Tooele	Acceptable	Acceptable			
04SL45	Jann Nishimoto	West Jordan	Acceptable	Acceptable	3 Acc.	Jann Nishimoto	3 of 3 Acc. = 100%
04SL51	Jann Nishimoto	West Jordan	Unacceptable	n/a	100%		
04SL52	Jann Nishimoto	West Jordan	Acceptable	Acceptable			
04SL67	Jann Nishimoto	West Jordan	Acceptable	Acceptable			
04SL59	JD Green	West Valley	Acceptable	Acceptable	7 Acc.	JD Green	1 of 1 Acc.=100%
04SL47	Kerry Hedin	West Valley	Acceptable	Acceptable	1 Unacc.	Kerry Hedin	3 of 4 Acc. = 75%
04SL55	Kerry Hedin	West Valley	Acceptable	Acceptable	88%	Patricia Graff	2 of 2 Acc. = 100%
04SL58	Kerry Hedin	West Valley	Acceptable	Unacceptable		Rich Carman	1 of 1 Acc.=100%
04SL65	Kerry Hedin	West Valley	Acceptable	Acceptable			
04SL43	Patricia Graff	West Valley	Acceptable	Acceptable			
04SL68	Patricia Graff	West Valley	Acceptable	Acceptable			
04SL11	Richard Carman	West Valley	Acceptable	Acceptable			

Summary of Interviews with Community Stakeholders and Focus Groups
Salt Lake Region QCR FY2004

Community stakeholders and focus groups interviewed as part of the review process of the Salt Lake Region included: Foster Parents, Salt Lake Valley Region Training Team, ARTEC, DCFS Supervisors, DCFS Workers, Regional Director, Management Team, and State Office Training Team.

What is Working Well:

Timely permanency is being achieved

Resource availability is good

DCFS is more willing to customize services

Practice Model training for management is complete

Practice Model training for support staff is nearly complete

All but 25 foster parents have had Practice Model training

Workers get all of their training up front before they have caseloads

Workers are beginning to understand the sequencing of the Practice Model

Foster Parent pre-service training is excellent

No requests for flexible funds have been refused

Caseworker turnover is significantly reduced from what it was (Data from the review indicates otherwise)

Workers like having the Functional Assessment on SAFE

New hires are higher quality than in the past

Working relationship with Mexican Consulate

Developed a special program for deaf children—2 out of 3 are back in Utah now

Improvement Opportunities:

GAL's are not as involved or informed by DCFS as they used to be

The number of available foster homes isn't increasing

More contact between workers and providers

More contacts between workers and children in residential care

Unsatisfactory relationship between clinical consultants and providers

Foster parents are pressured to engage with biological families, adopt, and take kids that don't match the foster parents' profile

Improve communication between foster parents and workers

Closer supervision of peer parents

Extend Practice Model training to GAL's and judges

Provide more information about kids to foster parents prior to placement

See Functional Assessment as more than a form

Unsatisfactory relationship with AG's

Recommendations from Stakeholders and/or Focus Groups:

Lengthen Family Preservation time frames

Provide more in-field and hands on training for workers

Increase the number of GAL's

Create a mentoring program for foster parents

Provide incentives to workers. Reward workers who stay 5 or 10 years.

Improve the matches between foster parents and children placed with them.

System Barriers:

Kids lose Medicaid benefits when they go home

Lack of placement for substance abusing kids who run

Lack of foster homes for kids who are aggressive or perpetrators

Lack of job skill services for kids such as JTPA

Schools won't enroll difficult youth
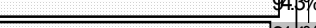
Services are not available to undocumented immigrants

Lack of services for female perpetrators

APPENDIX

APPENDIX 1

Child Status Results by Review:

Salt Lake Region Child Status

Review#1	# of cases Acceptable	# of cases Needing Improvement	Exit Criteria 85% on overall score	FY00 Baseline Scores	FY01	FY02	FY03	FY04 Current Scores
Safety	35	0	100.0%	86.7%	91.2%	94.4%	97.1%	**100.0%**
Stability	30	5	85.7%	69.0%	76.5%	72.2%	72.9%	**85.7%**
Appropriateness of Placement	34	1	97.1%	90.6%	95.5%	90.3%	95.7%	**97.1%**
Prospects for Permanence	27	8	77.1%	64.3%	74.6%	59.7%	61.4%	**77.1%**
Health/Physical Well-being	34	1	97.1%	97.6%	95.6%	95.8%	98.6%	**97.1%**
Emotional/Behavioral Well-being	32	3	91.4%	76.2%	89.7%	75.0%	81.4%	**91.4%**
Learning Progress	32	3	91.4%	88.1%	88.1%	79.2%	76.8%	**91.4%**
Caregiver Functioning	24	0	100.0%	100.0%	95.2%	95.6%	100.0%	**100.0%**
Family Resourcefulness	14	2	87.5%	60.0%	75.0%	56.8%	51.4%	**87.5%**
Satisfaction	33	2	94.3%	86.4%	80.9%	84.5%	81.4%	**94.3%**
Overall Score	**32**	**3**	91.4%	**86.7%**	**89.7%**	**87.5%**	**88.6%**	**91.4%**

(chart axis: 0% 20% 40% 60% 80% 100%)
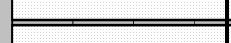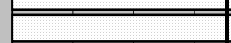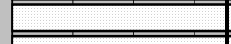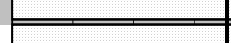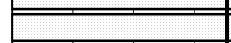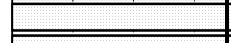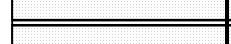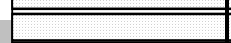
Salt Lake Region Child Status

Review#2	# of cases Acceptable	# of cases Needing Improvement	Exit Criteria 85% on overall score	FY00 Baseline Scores	FY01	FY02	FY03	FY04 Current Scores
Safety	32	4	88.9%	86.7%	91.2%	94.4%	97.1%	**88.9%**
Stability	27	7	79.4%	69.0%	76.5%	72.2%	72.9%	**79.4%**
Appropriateness of Placement	34	0	100.0%	90.6%	95.5%	90.3%	95.7%	**100.0%**
Prospects for Permanence	26	8	76.5%	64.3%	74.6%	59.7%	61.4%	**76.5%**
Health/Physical Well-being	34	0	100.0%	97.6%	95.6%	95.8%	98.6%	**100.0%**
Emotional/Behavioral Well-being	28	6	82.4%	76.2%	89.7%	75.0%	81.4%	**82.4%**
Learning Progress	29	5	85.3%	88.1%	88.1%	79.2%	76.8%	**85.3%**
Caregiver Functioning	21	0	100.0%	100.0%	95.2%	95.6%	100.0%	**100.0%**
Family Resourcefulness	17	3	85.0%	60.0%	75.0%	56.8%	51.4%	**85.0%**
Satisfaction	30	4	88.2%	86.4%	80.9%	84.5%	81.4%	**88.2%**
Overall Score	**32**	**4**	88.9%	**86.7%**	**89.7%**	**87.5%**	**88.6%**	**88.9%**

(chart axis: 0% 20% 40% 60% 80% 100%)

System Performance Results by Review:

Salt Lake Region System Performance

Review #1	# of cases Acceptable	# of cases Needing Improvement	Exit Criteria 70% on **Shaded** indicators Exit Criteria 85% on overall score	FY00 Baseline Scores	FY01	FY02	FY03	FY04 Current Scores
Child & Family Team/Coordination	28	7	80.0%	36.7%	29.4%	34.7%	54.3%	**80.0%**
Functional Assessment	24	11	68.6%	26.6%	36.8%	33.3%	54.3%	**68.6%**
Long-term View	22	13	62.9%	33.3%	36.8%	31.9%	41.4%	**62.9%**
Child & Family Planning Process	27	8	77.1%	47.6%	30.9%	48.6%	60.0%	**77.1%**
Plan Implementation	31	4	88.6%	69.6%	67.6%	56.9%	71.4%	**88.6%**
Tracking & Adaptation	29	6	82.9%	69.0%	54.3%	56.9%	57.1%	**82.9%**
Child & Family Participation	29	6	82.9%	64.3%	50.0%	44.4%	62.3%	**82.9%**
Formal/Informal Supports	32	3	91.4%	86.7%	76.5%	73.6%	82.9%	**91.4%**
Successful Transitions	26	9	74.3%	68.6%	52.9%	49.3%	63.8%	**74.3%**
Effective Results	31	4	88.6%	73.2%	64.7%	66.7%	72.9%	**88.6%**
Caregiver Support	24	0	100.0%	92.0%	88.1%	91.1%	97.9%	**100.0%**
Overall Score	**29**	**6**	82.9%	**47.6%**	**52.9%**	**48.6%**	**58.6%**	**82.9%**
			0% 20% 40% 60% 80% 100%					

Salt Lake Region System Performance

Review #2	# of cases Acceptable	# of cases Needing Improvement	Exit Criteria 70% on **Shaded** indicators Exit Criteria 85% on overall score	FY00 Baseline Scores	FY01	FY02	FY03	FY04 Current Scores
Child & Family Team/Coordination	26	8	76.5%	36.7%	29.4%	34.7%	54.3%	**76.5%**
Functional Assessment	25	9	73.5%	26.6%	36.8%	33.3%	54.3%	**73.5%**
Long-term View	26	8	76.5%	33.3%	36.8%	31.9%	41.4%	**76.5%**
Child & Family Planning Process	25	9	73.5%	47.6%	30.9%	48.6%	60.0%	**73.5%**
Plan Implementation	29	5	85.3%	69.6%	67.6%	56.9%	71.4%	**85.3%**
Tracking & Adaptation	28	6	82.4%	69.0%	54.3%	56.9%	57.1%	**82.4%**
Child & Family Participation	25	9	73.5%	64.3%	50.0%	44.4%	62.3%	**73.5%**
Formal/Informal Supports	33	1	97.1%	86.7%	76.5%	73.6%	82.9%	**97.1%**
Successful Transitions	28	4	87.5%	68.6%	52.9%	49.3%	63.8%	**87.5%**
Effective Results	30	4	88.2%	73.2%	64.7%	66.7%	72.9%	**88.2%**
Caregiver Support	19	1	95.0%	92.0%	88.1%	91.1%	97.9%	**95.0%**
Overall Score	**30**	**4**	88.2%	**47.6%**	**52.9%**	**48.6%**	**58.6%**	**88.2%**
			0% 20% 40% 60% 80% 100%					

APPENDIX 2

Salt Lake Valley Region
QCR Exit Conference #1
December 2003

STRENGTHS:
- Good example of formalized mentoring
- Worker went to great effort to develop a relationship with the mother
- Good relationship with the family and high satisfaction with the worker
- Caseworker and team supported a strong relationship with the extended biological family
- Good team development
- Cultural sensitivity and excellent engagement of the mother and a continuation of the relationship after relinquishment
- Timely achievement of permanence and adoptive families able to recognize the need for connection to the biological family
- Integration of foster parent and biological parent to support reunification
- Family preservation was offered to the foster parents and the foster children in the home
- Permanent kinship placement within 3 weeks
- Services were well matched to needs and individualized
- Clear alternative/concurrent plan
- Impressive implementation of the practice model training
- Parent who previously had a child in care recognized improved training of the worker
- Plan well matched to needs and well tracked and adapted. Good long-term view
- Smooth transition between CPS and permanency workers
- Teenager felt she had a voice in the plan for the first time
- Good multi-phase functional assessment
- Health care needs got quick attention; only open briefly for Foster Care

- Strong supervisory support
- Significant decrease in turnover rate

PRACTICE IMPROVEMENT OPPORTUNITIES:

- Could strengthen the transition into Independent Living
- Gap of services for kids aging out of foster care who need ongoing supervision and support by other agencies as well
- Use the Functional Assessment as an analytical tool; more synthesis of what has been learned; too superficial
- Inclusion of significant partners
- More attention to the amount of psychotropic medications for children
- Emerging conflicts between the role of the team and the adoption committee
- Inclusion of the nursing staff
- Lack of follow through on medical / dental needs during transitions
- Lack of inclusion of workers in licensing issues
- DSPD involved to help negotiate the system
- Negotiating between regions
- More detailed practice model training for the legal team members
- Lack of housing opportunities and resources for undocumented immigrant families
- Recognition of the need to have the team evolve with the changes in the case
- Multiple interpretations of ICWA
- Better transitional planning
- Documentation in plans not showing any significant changes from year to year
- Court ordering the use of family preservation inappropriately. Use of foster care as a punishment.
- Improve preparation and training for the adoption transition
- Give clients information to contact supervisors if needed

THEMES:

- Tracking of medical needs and inclusion of the health care nurse
- Refining Practice Model pieces
- Transitional planning for teenagers, particularly in the transition to Independent Living
- Functional Assessment used as a tool and connected to the sequencing of the Practice Model

SYSTEMIC BARRIERS:

- Resources such as housing for undocumented families and guidance through the DSPD system
- Coordination and communication with partners (DWS, Court, DSPD, GAL, Probation, etc.)
- Lack of a career path; pay levels merging for new and experienced workers
- Faster turnaround for BCI checks
- Waiting lists for critical services harms reunification and permanence such as: housing, domestic violence, substance abuse

Salt Lake Valley Region
QCR Exit Conference #2
March 2004

STRENGTHS:

- Caseworker's ability to engage all team members
- Involvement of the nurses
- Caseworker's support of the father
- Caseworker engaged the client in spite of the client's attitude and helped the client change her behavior
- Complete family team
- Recognition of girlfriend's support
- Team formed immediately
- Assessments integrated into functional assessment
- Good communication among all parties
- Strong coordination working on parenting skills
- Continuity of services in spite of placement disruptions
- Superior foster parents
- Great efforts in transition planning
- New worker turned a case around by applying practice model
- Good support from supervisor
- Provider continued to work with child
- Excellent match between needs and services
- Caseworker marshaled support, i.e. peer parent

PRACTICE IMPROVEMENT OPPORTUNITIES:

Teaming:
- Better communication between YIC teachers and workers
- More coordination on domestic violence cases
- Avoid combining family team meetings with court
- Improve understanding of the purpose and use of Child and Family Team Meetings

Coordination:
- Need to coordinate and follow up on phone calls, services, etc.
- Improve coordination with and response from other agencies

Assessment:
- Functional assessment needs to identify underlying needs
- Written functional assessment needs to reflect team's assessment
- Better assessment and use of substance abuse assessments

Long Term View:
- Solidify the steps to accomplish the long term view
- Long term view should be broad as well as long

In general:
- Expand practice model to outside agencies

RECOMMENDATIONS:

Teaming/Coordination:
- Strengthen members' preparation for team meetings. This is an opportunity for better individual engagement.
- Recognize the ability to amend court orders.
- Understand the purpose and progression of team meetings
- Provide a written outline of meetings to family members to empower them.

Assessment:
- Focus more on needs rather than services. Needs and services are confused.
- Assure that assessment flows into planning.

Long Term View:
- Look at family success beyond agency intervention.
  Note: Empathy for the family tends to strengthen the long-term view.

In general:
- Focus more on assessment and planning processes, less on templates.
- Ensure the workers have mentors. Consider pairing workers. Involve supervisors more. Distribute good examples.

SYSTEMIC BARRIERS:

- Case loads appear to be rising
- Difficult for regions to get the support they need from other regions
- Availability of mentors for new workers
- ORS not supporting reunification
- Gap in Medicaid coverage when child is returned home
- Outside agencies' unwillingness to work with DCFS
- Lack of respect for practice model by AG's
- Gap in parent advocate services
- Lack of protocol for dealing with runaways

SUGGESTIONS FROM THE REGION:

- Provide staff support to caseworkers to facilitate writing functional assessments
- Pull in outside agencies and help them understand what DCFS is trying to do